

## **Recruitment and Selection Policy**

### **1. Purpose**

The purpose of this recruitment and selection policy is to ensure we recruit:

- The best possible candidates, on the basis of their relevant merits, to support the delivery of our corporate strategy;
- In an equal and inclusive way that is consistent with employment legislation and good practice;
- Through a process that supports our values;
- Positively promoting Monitor as an employer of choice;
- In a value-for-money way.

### **2. Scope**

This policy applies to all internal and external candidates who are applying to work at Monitor. Internal candidates should also refer to the Internal Candidate policy.

### **3. Policy Statement**

Recruiting and selecting the best people is of paramount importance to the continued success of Monitor. We want to constantly improve our performance as an organisation, to ensure we are doing all we can to protect and promote the interests of patients. To do this, we recognise we need to recruit from the widest possible talent pool and ensure we have the right balance of skills drawn from the health sector and/or other public or private organisations.

Monitor's Resourcing and Recruitment team aims to ensure a flexible and business-focused approach to recruitment, using a range of selection methods. Each recruitment campaign will be designed to identify the best person for the job, in the most time- and cost-efficient way, without compromising fairness, confidentiality or Monitor's commitment to having a diverse workforce.

### **4. Recruitment Process**

Monitor's approach to each aspect of the recruitment process is outlined in sections 4.1 to 4.6 below.

#### **4.1. Identification of a Recruitment Need**

Before recruitment commences, the line manager for the role, in liaison with the Resourcing and Recruitment team, identifies the specific recruitment need and gains the necessary approval for the role.

#### **4.2. Job Descriptions (including Person Specifications)**

A job description is prepared that will include:

- an outline of the job's main accountabilities; and
- a person specification, which details the criteria required to perform the job, against which candidates can be assessed throughout the recruitment process.

#### **4.3. Advertising**

All substantive vacancies should be advertised on Monitor's intranet. Monitor may choose to advertise through cost-effective external media in order to generate a diverse pool of potentially suitable candidates. Where appropriate, staff will be able to refer external candidates in line with the Employee Referral Policy.

In certain limited circumstances, it may be appropriate to make an appointment without advertising the role internally or externally. An assessment of the potential impact should be made before deciding to appoint without advertising and approval should be sought in advance from the Executive Director of Organisation Transformation (or their nominee). In demonstrating that advertising should be waived, the assessment will need to show, amongst other things, that the equality and diversity implications have been considered and that there are no internal staff eligible for redeployment.

#### **4.4. Applications and Shortlisting**

All individuals regardless of race, age, disability, gender, gender reassignment, sexual orientation, religion or belief, pregnancy and maternity, marriage or civil partnership are encouraged to apply for vacancies. For further information about Monitor's equality objectives, please refer to the Equality and Diversity Policy. Applications are treated with due confidentiality.

Shortlists will be determined by the extent to which a candidate's experience, knowledge and skills match the role requirements as demonstrated within their application.

Monitor has been awarded the Two Ticks Symbol and makes a commitment to interview all candidates with a disability who meet the essential criteria for a job vacancy. Reasonable adjustments to the recruitment process will be made to ensure that no candidate is disadvantaged because of their disability.

Department of Health Arm's Length Body employees who are at risk of redundancy and seeking redeployment will be given priority consideration, at shortlisting stage, provided they meet the essential criteria.

Candidates will be notified of the decision made in respect of their application by phone or email. Due to the volume of applications, specific feedback will not generally be provided at shortlisting stage.

#### **4.5. Selection (Assessments and Interviews)**

The selection process will be as efficient and clear as possible in order to ensure a positive candidate experience within an optimum timescale. The expectation at the various stages in the process will be in line with the complexity of the job requirements. Candidates may be required to complete assessments such as psychometric tests, case studies, presentations and/or other job-related exercises as appropriate for the job.

Interviews will focus on the needs of the job and the experience, knowledge, skills and competencies needed to perform it effectively. Candidates will be assessed consistently against the criteria.

All offers of employment will be made on merit following the selection process as outlined above.

#### **4.6. Appointing New Employees**

Before finalising an offer, Monitor requires two satisfactory references (which may be taken at any stage of the process), completion of a work health assessment, and confirmation of the individual's right to work in the UK. For some roles, the offer will also be subject to a check of essential qualifications (e.g. legal practice certificate).

### **5. Candidate Expenses**

External candidates may be eligible to claim reasonable travel expenses in line with the Candidate Travel Expenses Policy. Payment is at the discretion of the Resourcing and Recruitment team and must be approved in advance.

### **6. Data Protection/Confidentiality**

Records relating to recruitment will be held and destroyed in accordance with the Data Protection Act. For further information, please refer to the Data Protection Policy.

### **7. Complaints**

Monitor strives to ensure that candidates understand the process and requirements and that they have a positive experience regardless of the outcome of their

application. Where a candidate is dissatisfied with the handling of their application, external candidates can address their complaint to Monitor's Complaints and Enquiries team. Any complaints from internal candidates will be explored initially with HR.

## **8. Queries**

Any queries relating to this policy should be addressed to a member of the Resourcing and Recruitment team.

*This policy has been in operation since 2004. It was updated in November 2008, July 2011, June 2013 and last updated in November 2014.*